

PART B – CAPITAL IMPROVEMENT CONSTRUCTION PROJECTS SUBJECT TO SBAC PROCEDURES

CHAPTER 7 - PROCUREMENT OF ALTERNATIVE PROJECT DELIVERY BUILDING CONSTRUCTION

1.0 General Information

- 1.1 The State of Kansas allows the use of Alternate Delivery Methods for building construction for state-funded projects on a case-by-case basis under the Kansas alternative project delivery building construction procurement act. ([K.S.A. 75-37,141 et seq.](#))

2.0 Annual Statement of Qualifications

- 2.1 The Secretary of Administration, by statute, annually requests firms engaged in the lawful practice of construction management at-risk or design-build services to submit a statement of qualifications (SOQ) and performance data.
 - 2.1.2 A request for annual qualification statements shall be published in the *Kansas Register* at the end of each year.
- 2.2 Form 050 – Professional Qualifications is to be used. It is available at <http://admin.ks.gov/offices/ofpm/dcc/f-and-d>. The following information is required on the form:
 - 2.2.1 The firm's capacity and general experience, including specific roles on similar or related projects.
 - 2.2.2 The capabilities and other qualifications of the firm's personnel.
 - 2.2.3 Such other information related to qualifications and capability of firm to perform construction services for projects.
- 2.3 Each completed Form 050 – Professional Qualifications and supplemental information should be delivered to DCC as described in the annual advertisement. By statute, SOQs are required to be filed and made available to the State Building Advisory Commission (SBAC) and to the Negotiating Committees.
- 2.4 Eligible firms, which have never sought State work, are encouraged to contact DCC regarding the State's eligibility, qualification, nomination and selection procedures and policies.

3.0 Public Hearing

- 3.1 An Owner, after evaluating the type of project contemplated and the alternative project delivery method desired for building construction, shall request the State Building Advisory Commission (SBAC) schedule a public hearing. See Part B – Chapter 1 for owner requirements and action.
 - 3.1.1 DCC will notify the SBAC and schedule a date for a public hearing.
 - 3.1.2 DCC will publish a notice in the *Kansas Register* at least fifteen (15) days prior to the hearing.
- 3.2 The SBAC shall approve those projects for which the use of alternative project delivery procurement process is appropriate. The SBAC will consider the following factors:
 - 3.2.1 The likelihood that the alternative project delivery method of procurement selected will serve the public interest by providing substantial savings of time or money over the traditional design-bid-build delivery process.

- 3.2.2 The ability to overlap design and construction phases is required to meet the needs of the end-user.
 - 3.2.3 The use of an accelerated schedule is required to make repairs resulting from an emergency.
 - 3.2.4 The project presents significant phasing or technical complexities, or both, requiring the use of an integrated team of designers and constructors to solve project challenges during the design or pre-construction phase.
 - 3.2.5 The use of an alternative project delivery method will not encourage favoritism in awarding the public contract or substantially diminish competition for the public contract.
 - 3.2.6 The ability of the Owner to fund the stipend offered to qualified design-build proposers.
 - 3.3 Eligibility requirements for construction management at-risk services are dependent upon the scope of the project.
 - 3.4 If the SBAC determines the eligibility criteria for use of an alternative project delivery method is not met and the project does not qualify, the Owner will be notified to use the traditional design-bid-build delivery method.
 - 3.5 If the SBAC determines the eligibility criteria for use of an alternative project delivery method is met, the Owner will be notified to proceed with the proposed alternative method of project delivery. (See Part B – Chapter 1 for further owner requirements and action.)
- 4.0 Announcement of Alternative Project Delivery Building Construction
- 4.1 If the SBAC approves a project for alternate project delivery, DCC will place an advertisement in the *Kansas Register* requesting proposals from firms interested in providing Construction Management at Risk services for the project.
 - 4.1.1 The *Kansas Register* is the **official** publication where all requests for alternative delivery methods for building construction projects funded by state tax dollars are announced.
- 5.0 Construction Management At-Risk Project Delivery Procedures
- 5.1 General Information
 - 5.1.1 The director shall determine the scope and level of detail required to permit qualified construction manager or general contractors to submit construction management at-risk proposals in accordance with the request for proposals given the nature of the project.
 - 5.1.2 Prior to completion of the construction documents, but as early as during the schematic design phase, the construction manager or general contractor shall be selected.
 - 5.1.3 The project design professional may be employed or retained by the agency to assist in the selection process. The design professional shall be selected and its contract negotiated in compliance with [K.S.A. 75-1257](#).
 - 5.2 DCC shall solicit proposals on behalf of the Owner in a three-stage qualifications-based selection process.

- 5.2.1 Phase I shall require all proposers to submit a statement of qualifications. These qualifications shall be used by the SBAC to nominate a minimum of three but not more than five qualified firms to advance to Phase II.
- 5.2.2 Phase II shall consist of an RFP from the agency requesting Technical and Cost proposals from the nominated firms.
- 5.2.3 Phase III shall include an interview with each proposer to present their qualifications and to answer questions.
- 5.3 Phase I Requirements. Submit proposals as outlined below.
 - 5.3.1 When a request for an alternative project delivery service is advertised in the *Kansas Register*, all eligible firms may submit a proposal to the SBAC indicating their interest in being nominated by the SBAC for the advertised services.
 - 5.3.1.1 Should there be any conflicts between the *Kansas Register* advertisement and the requirements listed below or anywhere else, firms shall follow the requirements listed in the *Kansas Register* advertisement.
 - 5.3.2 Each proposal for advertised services shall contain the following information in the order proved below:
 - 5.3.2.1 A letter of interest, of no more than two pages in length.
 - 5.3.2.2 Forms 051, 052, 053, and 054 shall be a maximum of forty (40) 8 ½" x 11" pages of readable surfaces. Double sided pages do not increase the forty (40) page readable surfaces limit.
 - 5.3.2.3 The following information shall be included on forms 051, 052, 053, and 054:
 - 5.3.2.2.1 Similar project experience;
 - 5.3.2.2.2 Experience in type of project delivery system;
 - 5.3.2.2.3 Description of the construction manager or general contractor project management approach;
 - 5.3.2.2.4 Bonding capacity, including the ability of providing a public works bond ([K.S.A. 60-1111](#)) and evidence of such bonding capacity. Failure to present such evidence will deem the firm as un-qualified for selection under Phase I.
 - 5.3.2.2.5 References from design professionals and Owners from previous projects and financial statements not to exceed ten (10) readable surfaces. Double-sided pages do not increase the ten (10) page readable surfaces limit.
 - 5.3.2.2.6 Financial information requested during any phase of the process should be sealed in an envelope and labeled CONFIDENTIAL. Financial information is not subject to Kansas Open Records Act. ([K.S.A. 45-221\(a\) \(33\)](#))
 - 5.3.2.2.7 An updated Form 050 – Professional Qualifications for each proposing firm and each consulting firms should be included at the end of each proposal.

- 5.3.3 Each proposal shall be submitted in the following format:
 - 5.3.3.1 One condensed or optimized PDF document less than 7 MB in size, delivered to DCC on a CD/DVD or flash drive along with a paper transmittal. E-mail transmissions will not be accepted.
 - 5.3.3.2 The title of the electronic submission will contain, in this order, the following information: firm name or acronym, agency abbreviation, project title. (Exp. Joe Architect KU Haworth Hall Electrical Distribution Replacement.pdf)
 - 5.3.3.3 Paper copies, if requested, shall be an exact duplicate of the PDF proposal, submitted in a loose-leaf binder, bound together or stapled.
- 5.3.4 DCC will receive and deliver to the commissioners all submittals that are received prior to the advertised deadline.
 - 5.3.4.1 Late submissions will not be delivered to the commissioners.
 - 5.3.4.2 In the event that State of Kansas offices in Shawnee County are closed on the day proposals are due, the due date for proposals will be considered the next business day state offices resume operation.
 - 5.3.4.3 Firms interested in tracking the delivery of their submittal should do so through their delivery service, not DCC.
- 5.4 Phase II Requirements. Firms nominated by the SBAC in Phase I shall respond to a Request for Proposal (RFP) prepared by the Owner and forwarded by DCC. Owner Requirements are outlined in Part B – Chapter 1.
 - 5.4.1 The firm shall provide information outlined in the request for proposal.
 - 5.4.2 The request for proposal will include a technical and cost proposal.
 - 5.4.3 Each technical proposal shall be submitted in the following format:
 - 5.4.3.1 One condensed or optimized PDF document less than 5 MB in size, delivered to DCC on a CD/DVD or flash drive along with a paper transmittal. E-mail transmissions will not be accepted.
 - 5.4.3.2 The title of the electronic submission will contain, in this order, the following information: firm name or acronym, agency abbreviation, project title. (Exp. Joe Architect KU Haworth Hall Electrical Distribution Replacement.pdf)
 - 5.4.3.3 Paper copies, if requested, shall be an exact duplicate of the PDF proposal, submitted in a loose-leaf binder, bound together or stapled.
 - 5.4.4 Technical proposals should be delivered to DCC on or before the deadline noted in the advertisement.
 - 5.4.5 DCC will receive and deliver to the Negotiating Committee all technical proposals that are received on or before the closing date.
 - 5.4.6 All cost proposals shall be submitted on the DCC Form provided at www.admin.ks.gov/offices/ofpm/dcc/alt-del-forms.

5.4.7 Cost proposals shall be sent to the Kansas Department of Administration as directed on the cost proposal form. Do not send a copy of the cost proposal to the Owner / Agency / negotiating committee.

5.4.7.1 Cost proposals shall be submitted on paper and shall be delivered in a sealed envelope with the words Cost Proposal, the project title, the DCC project number and the due date listed on the outside of the envelope.

5.5 Phase III Process

5.5.1 The Negotiating Committee shall interview all firms where the firms present their proposed team members, qualifications, project plan, and answer questions.

5.5.2 After completion of the interviews and the scoring of the written information and interviews, the Negotiating Committee shall contact the Kansas Department of Administration for the ranking of the cost proposals.

5.5.2.1 These cost proposal scores shall be combined with the written and oral interview scores to provide a total score for each firm.

5.5.3 The Negotiating Committee shall select the firm providing the best value based on the score sheet criteria identified by the Owner in the RFP.

5.5.4 The Negotiating Committee shall proceed to negotiate with and to enter into contract with the firm receiving the best total score.

5.5.4.1 Negotiations procedure shall be the same process undertaken to contract with design professionals. ([K.S.A. 75-1250](#))

5.5.4.2 Should the Negotiating Committee be unable to negotiate a satisfactory contract with the firm with the best score, negotiations with that firm will terminate and the committee will begin negotiations with the firm with next best score.

5.5.5 If the Negotiating Committee determines that it is not in the best interest of the Owner to proceed with the project pursuant to the proposals offered, the committee shall reject all proposals. If all proposals are rejected, DCC may solicit new proposals using different design criteria, budget constraints, or qualifications.

5.5.6 The contract to perform construction management at-risk (CMAR) services shall be prepared by the Secretary of Administration and entered into between the Owner and the firm performing the services. A contract utilizing a cost-plus guaranteed maximum price shall return all savings under the guaranteed maximum to the Owner.

5.5.6.1 The draft contract, if not provided in the Phase II request for proposal package, will be provided prior to negotiations.

5.6 Record of Selection Process

5.6.1 The selection of the CMAR firm will be reported to the SBAC.

5.6.2 All firms nominated by the SBAC and the selected firm will be announced at <http://admin.ks.gov/offices/ofpm/dcc/cmar> after the contract has been signed by all parties.

5.7 Construction Phase Process

5.7.1 After approval of the construction documents, when the construction manager is ready to release a portion of the project for bidding, the Contractor shall provide language for a construction services bid notice. DCC will forward the notice for publishing in the *Kansas Register*. The Owner and construction manager may also choose to publish the construction services advertisement in additional publications.

5.7.1.1 Each bid notice shall include the request for bids and other bidding information prepared by the CMAR and the Owner with the assistance of DCC.

5.7.1.2 Current statements of qualifications and performance data, along with all information and contractor evaluations, Form 610, shall be made available to the construction manager and the Owner. If a firm submitting a bid proposal fails to submit the requested information, such firm will be deemed unqualified for selection.

5.7.1.3 The Owner may allow the CMAR to self-perform construction services, provided the CMAR submits a bid proposal under the same conditions as all other competing firms.

5.7.1.4 The CMAR shall evaluate the bids to determine the lowest responsible bidder.

5.7.1.4.1 In the case of CMAR self-performed work, the Owner and the Department of Administration shall determine the lowest responsible bidder.

5.7.1.5 The CMAR will enter into a contract with each firm performing construction services for the project and make a public announcement of each firm selected.

5.7.2 The CMAR will be required to provide appropriate bonds and insurance to DCC after the award of each bid package when the construction contract amendment for the bid package is signed by all parties.

6.0 Design-Build Project Delivery Procedures

6.1 General Information

6.1.1 DCC, with the advice of the SBAC, shall determine the scope and level of detail required to permit eligible firms to submit design-build proposals in accordance with the Owner's RFP.

6.1.2 DCC, on behalf of the Owner, shall publish a notice to interested proposers announcing the required project services in the *Kansas Register* at least fifteen (15) days prior to the closing deadline.

- 6.1.3 The notice shall include a description of the project, the procedures for submittal, the selection criteria to be used, the time and place and other specific instructions for the receipt of the proposals.
 - 6.1.3.1 Proposals not submitted in strict accordance with such instructions shall be subject to rejection.
- 6.1.4 Prior to the notice published in the Kansas Register, a RFP shall be prepared by the agency containing the following minimum information.
 - 6.1.4.1 Procedures to be followed for submitting proposals, the criteria for evaluation of proposals and their relative weight, and the procedures for making awards.
 - 6.1.4.2 Proposed terms and conditions of the design-build contract.
 - 6.1.4.3 Design criteria package.
 - 6.1.4.4 Description of drawings, specifications, or other information to be submitted with the proposal, with guidance as to the form and level of completeness of the submittal that will be acceptable.
 - 6.1.4.5 Schedule for planned commencement and completion of the design-build contract.
 - 6.1.4.6 Budget limits for the design-build contract.
 - 6.1.4.7 Requirements, including any available ratings for security (bid) bonds, performance bonds, payment bonds, and insurance.
 - 6.1.4.8 Other information the agency chooses to supply, such as surveys, soil reports, drawings of existing structures, environmental studies, photographs, or references to public records.
- 6.2 DCC shall solicit proposals in a three-stage qualifications-based selection process.
 - 6.2.1 Phase I shall be the solicitation of qualifications for consideration by the SBAC, which will nominate a minimum of three but not more than five design-build teams to advance to Phase II.
 - 6.2.2 Phase II shall be the solicitation of a technical proposal, including a conceptual design for the project, from the SBAC nominated firms.
 - 6.2.3 Phase III shall be the solicitation of a cost proposal from the SBAC nominated firms.
- 6.3 Phase I Requirements. Submit proposals as detailed in Section 5 of this chapter, including the following minimum information:
 - 6.3.1 Demonstrate ability to perform projects comparable in design, scope, and complexity.
 - 6.3.2 References from Owners for whom building-design projects have been performed.
 - 6.3.3 Qualifications of personnel who will manage the design and the construction aspects of the project.

- 6.3.4 Names and qualifications of the primary design consultants and Contractors with whom the design-builder proposes to (sub) contract. Identified consultants or Contractors may not be replaced without the written approval of the Owner.
 - 6.3.5 Bonding capacity, including providing a public works bond ([K.S.A. 60-1111](#)) and evidence of such bonding capacity. Failure to present such evidence will deem the firm as unqualified for selection under this subsection.
- 6.4 SBAC shall evaluate submitted proposals in accordance with the requirements of the notice and as follows.
 - 6.4.1 Assign points to each proposal in accordance with the instructions of the RFP.
 - 6.4.2 SBAC shall have discretion to disqualify any proposer that lacks the minimum qualifications required to perform the work.
 - 6.4.3 Qualified proposers selected will proceed to Phase II of the selection process.
 - 6.4.4 Proposers lacking the necessary qualifications shall not proceed to Phase II.
 - 6.4.5 If three qualified proposers cannot be identified, the contracting process shall cease.
 - 6.4.6 Price or fee shall not be considered as part of the Phase I pre-qualification criteria.
 - 6.4.7 Designers shall be evaluated in accordance with the requirements of [K.S.A. 74-7003](#).
 - 6.4.8 Points assigned in the Phase I evaluation process shall not carry forward to Phase II of the process.
- 6.5 Proposers nominated by the SBAC shall advance to Phase II and be ranked on points given by the Negotiating Committee in Phases II and III only. The two-phase evaluation and scoring process shall be combined to determine the greatest value to the Owner.
- 6.6 Phase II Process. Pre-qualified firms selected in Phase I shall receive a RFP requiring their technical proposal and conceptual design for the project
 - 6.6.1 Proposals for Phase II and Phase III (cost of construction) shall be submitted concurrently in separate submittals.
 - 6.6.2 Proposers shall submit their design for the project to the level of detail required in the RFP.
 - 6.6.3 Design submittal shall be evaluated and assigned points in accordance with the requirements of the RFP.
 - 6.6.4 Maximum of 20% of the points awarded in Phase II may be based on proposer's qualifications and ability to design, construct, and deliver the project on time and within budget.
 - 6.6.5 Design proposal shall not contain any reference to cost of the proposal. Cost proposals shall be opened only after the design proposals have been evaluated and assigned points.
- 6.7 Phase III Process.

- 6.7.1 Proposal for a firm fixed cost of construction shall be accompanied by bid security and any other submittals as required by the RFP.
- 6.7.2 Upon receipt of all proposals from firms nominated by the SBAC, the Negotiating Committee shall interview all proposers, allowing firms to present their proposed team members, qualifications and conceptual plan. The team members will also answer questions of the committee.
- 6.7.3 Proposed contract time, in calendar days, for completing the project as designed by the proposer shall be considered as an element of evaluation. The RFP shall establish any acceptable alternates to the design and corresponding contract time criteria. The RFP shall establish a user delay value for each calendar day.
- 6.7.4 Cost and schedule proposals shall be submitted in accordance with the RFP. Failure to submit a cost proposal on time shall be cause to reject the proposal.
- 6.7.5 Cost and schedule shall be opened and read aloud at the time and place specified in the RFP. Evaluation team shall make public its scoring of Phase II at the opening.
- 6.8 Selection Process
 - 6.8.1 Cost proposals shall be evaluated in accordance with the RFP. Each proposer's adjusted score shall be determined by adding Phase III cost proposal to the product of the proposed contract time and the user delay cost, and dividing that sum by the Phase II score.
 - 6.8.2 Responsive proposer with the lowest total number of points shall be awarded the contract.
 - 6.8.3 If DCC determines that it is not in the best interest of the Owner to proceed with the project pursuant to the proposals offered by the proposer with the lowest total number of points, DCC shall reject all proposals. If all proposals are rejected, all qualified proposers with higher point totals shall receive a stipend and the proposer with the lowest number of points shall receive an amount equal to two times such stipend.
 - 6.8.4 If all proposals are rejected, DCC may solicit new proposals using different design criteria, budget constraints, or qualifications.
- 6.9 Stipend
 - 6.9.1 Owner shall pay a stipend as an inducement to qualified proposers for design-build proposals, to each proposer nominated by the SBAC whose proposal is responsive but not accepted.
 - 6.9.2 Stipend amount shall be established in the RFP.
 - 6.9.3 Upon payment of the stipend to an unsuccessful design-build proposer, the state shall acquire a nonexclusive right to use the design submitted by the proposer. The proposer shall have no further liability for its use by the state in any manner.
 - 6.9.4 If proposer desires to retain all rights and interest in the design proposed, the proposer shall forfeit the stipend.

6.10 Record of Selection Process

- 6.10.1 Bids conforming to the terms of the advertisement for design-build services, together with the name of the bidders and with the successful bidder indicated, shall be recorded and made available to public inspection upon request after the letting of the bid.
- 6.10.2 DCC shall, within five days after award of the contract, publish the name of the successful bidder. The public notice shall show the phase II and III scores and the adjusted final score.
- 6.10.3 DCC shall, within five days after award of contract, have the names of all proposers whose bids were not selected, together with phase II and III scores and the final adjusted score for each, available for public review.
- 6.10.4 The selection of the design build firm will be reported to the SBAC.

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7.0 Approval and Selection Process Timelines

7.1 Construction Management At-Risk

	Activity	Time Sequence / Requirements	Target Week	Days Allocated	Actual Project Time Example
	Annual Statement of Qualifications (submit annually or for specific project)	January of each year	-	-	
PRE-PHASE - Project Approval/Disapproval (5 weeks / 35 days)	Agency submits to DCC written program and request to utilize Alt. Delivery Method	Minimum 1 week prior to SBAC meeting	-1	7	
	DCC / Agency drafts advertisement for public hearing regarding using CM At-Risk	Complete prior to SBAC meeting	-	-	
	SBAC establishes a date/time for public hearing at next scheduled meeting	Once a month	0	0	
	DCC submits advertisement to <i>Kansas Register</i>	No later than Wednesday of each week	-	-	
	Kansas Register published	Thursday following the Wednesday deadline	1	8	
	SBAC conducts public hearing (typically on date of and prior to next meeting)	Minimum 15 days after advertisement	4	20	
	SBAC determines if project meets criteria	Process continues - Yes/No	-	-	
PHASE I - SOQ & Nominations (6 weeks / 40 days)	DCC / Agency drafts advertisement for SOQ from CM At-Risk firms	Complete prior to ad submittal date	5	7	
	DCC / Agency drafts RFP for CM At-Risk firms	RFP can be written prior to SBAC nominations	-	-	
	DCC submits advertisement to <i>Kansas Register</i> to request SOQ	No later than Wednesday of each week	-	-	
	Kansas Register published	Thursday following the Wednesday deadline	6	8	
	Firms submit SOQ	Minimum 15 days after advertisement	8	15	
	SBAC receives proposals for review and nominations at next meeting	Minimum 10 days before 2nd Wednesday of month	10	10	
	Firms notified of selection	After meeting	-	-	
PHASE II - RFP (4 weeks / 30 days)	DCC / Agency prepares final RFP	RFP can be finalized earlier	-	-	
	DCC distributes RFP to nominated firms	Approved RFP available	-	-	
	Firms submit RFP	Minimum 30 days after advertisement	14	30	
PHASE III - Selection, Negotiation & Contract (5 weeks / 35 days)	Negotiating Committee receives RFQ for review, interviews and selection	Time required depends on project complexity	15	7	
	Negotiating Committee establishes interview dates and conducts interviews	Time required depends on availability of Negotiating Committee & firms	16	7	
	Negotiating Committee selects best value proposal and negotiates final contract	Time required depends on project complexity	17	7	
	DCC prepares contract		18	7	
	CM At-Risk & Agency sign contract	End of Process	19	7	
	CM At-Risk starts work		(20)	140	

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7.2 Design Build

	Activity	Time Sequence / Requirements	Target Week	Days Allocated	Example Actual Project Time
	Annual Statement of Qualifications (submit annually or for specific project)	January of each year	-	-	
PRE-PHASE - Project Approval/Disapproval (5 weeks / 35 days)	Agency submits to DCC written program and request to utilize Alt. Delivery Method	Minimum 1 week prior to SBAC meeting	-1	7	
	DCC / Agency drafts advertisement for public hearing regarding using Design-Build	Complete prior to SBAC meeting	-	-	
	SBAC establishes a date / time for public hearing at next scheduled meeting	Meet once a month	0	0	
	DCC submits advertisement to <i>Kansas Register</i>	No later than Wednesday of each week	-	-	
	Kansas Register published	Thursday following the Wednesday deadline	1	8	
	SBAC conducts public hearing (typically on date of and prior to next meeting)	Minimum 15 days after advertisement	4	20	
	SBAC determines if project meets criteria	Process continues - Yes/No	-	-	
PHASE I - SOQ & Nominations (6 weeks / 40 days)	DCC / Agency drafts advertisement for SOQ from Design-Build firms	Complete prior to ad submittal date	5	7	
	DCC / Agency drafts RFP for Design-Build firms	RFP can be written prior to SBAC nominations	-	-	
	DCC submits advertisement to <i>Kansas Register</i> to request SOQ	No later than Wednesday of each week	-	-	
	Kansas Register published	Thursday following the Wednesday deadline	6	8	
	Firms submit SOQ	Minimum 15 days after advertisement	8	15	
	SBAC receives proposals for review and nominations at next meeting	Minimum 10 days before 2nd Wednesday of month	10	10	
	Firms notified of selection	After meeting	-	-	
PHASE II - RFP (6 weeks / 45 days)	DCC / Agency prepare final RFP	RFP can be finalized earlier	-	-	
	DCC distributes RFP to nominated firms	Approved RFP available	-	-	
	Firms submit RFP	Minimum 45 days after advertisement	16	45	
PHASE III - Selection, Negotiation & Contract (5 weeks / 35 days)	Negotiating Committee receive RFQ for interviews and selection	Time required depends on project complexity	17	7	
	Negotiating Committee establishes interview dates and conducts interviews	Time required depends on availability of Negotiating Committee & firms	18	7	
	Negotiating Committee selects best value proposal and negotiates final contract	Time required depends on project complexity	19	7	
	DCC prepares contract		20	7	
	Design-Builder & Agency sign contract	End of Process	21	7	
	Design-Builder starts work	NTP issued	(22)	155	

END OF CHAPTER